

# **Office of Human Resources Performance Review**

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Joseph Adler, Director  
March 9, 2012

## CountyStat Principles

- **Require Data Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



## Meeting Goal

- Review OHR's MC311 service request performance data
- Identify areas of OHR operations that based on performance should be targets for further improvement

## How we measure success

- MC311 data is used to make process changes to improve performance which in turn leads to improved performance in the handling of MC311 calls.
- Comparison of headline performance measures to previous year's performance will determine if departmental operations are improving, maintaining, or declining.



# Agenda

- **Introduction**
- **OHR FY11 Budget**
- **OHR and MC311**
- **Performance Update**
  - Customer Satisfaction
  - Benefits
  - Training & Organizational Development
  - Recruitment and Selection
  - EEO & Diversity Management
  - Labor/Employee Relations
- **Wrap Up**



# Office of Human Resources

Approved Expenditures and Workyears from FY07 to FY12

<u>Approved Budget</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>
General Fund	\$7,507,170	\$9,263,910	\$9,522,970	\$8,522,970	\$6,082,800	\$5,996,540
Total Expenditures	\$149,151,820	\$160,390,340	\$171,799,160	\$182,823,230	\$193,472,610	\$197,564,120*

*\*This dollar value also includes claim payments*

OHR General Fund Budget as % of total MCG	0.51%	0.59%	0.58%	0.52%	0.40%	0.38%
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<u>Approved Budget</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>
General Fund Workyears	48.7	50.6	46.6	45.6	35.7	36.4
Total Workyears	58.3	61.6	58.8	57.4	47.2	49.1

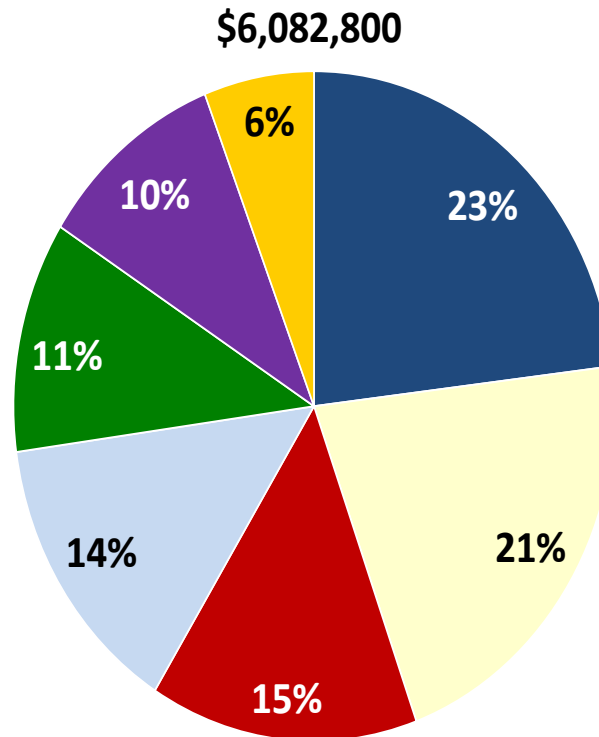
OHR General Fund Workyears as % of total MCG	0.05%	0.51%	0.46%	0.47%	0.40%	0.40%
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# Office of Human Resources

FY11 Approved General Fund Budget (Except Benefits & Information Mgmt)\*

<b>Benefits &amp; Information Mgmt</b> \$186,936,180*; 8.6WYs
<b>Equal Opportunity &amp; Diversity</b> \$386,810; 3.0WYs
<b>Change Mgmt, Training, &amp; Org Development</b> \$659,110; 5.4WYs
<b>Director's Office</b> \$730,970; 3.5WYs
<b>Labor &amp; Employee Relations</b> \$910,870; 5.4WYs



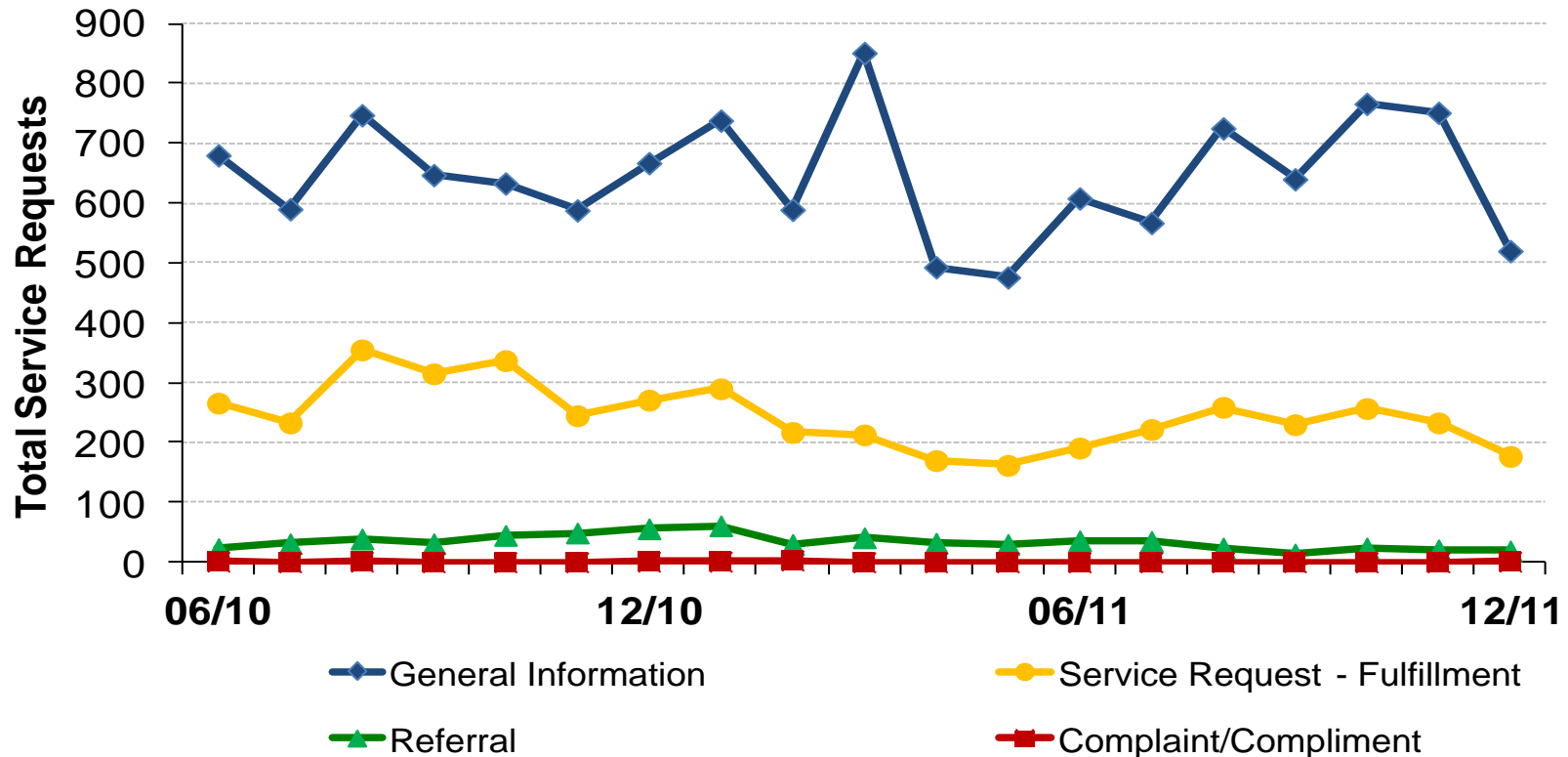
<b>Business Operations &amp; Performance</b> \$1,509,350; 13.1WYs
<b>Occupational Medical Services</b> \$1,397,270; 2.4WYs
<b>Selection &amp; Recruitment</b> \$942,050; 5.8WYs

\* Amount listed is from Employee Health Benefit Self Insurance Fund, not General Funds. This dollar value includes claim payments.



# OHR and MC311

## MC311 Data: All OHR Customer Requests (CRs)



Total OHR Customer Requests have been declining since June 2010. The majority of calls continue to be general information requests.

*\*Majority of SRs without a sub-area were General Information requests*  
Source: Siebel MC311 database



# OHR and MC311

## Process of Service Requests for OHR

**OHR primarily responds to MC311 service requests (SRs) online through Seibel.**

**OHR reports they close cases once they have initiated contact with the caller – via phone, VM or email.**

**Only in situations where the calls are expedited (ie, immediate assistance is needed) will there be a direct transfer from MC311 to OHR.**





# OHR and MC311

## MC311 Data: All OHR Customer Requests (CRs)

<u>Customer Requests by Sub Area</u> (Dec 2010 – Dec 2011)	<u>Total</u>	<u>Monthly Average</u>	<u>Fulfillments/ Referrals</u>
Benefits	3,753	289	2,034
Recruitment & Selection	3,171	244	836
Employment Verification	2,072	159	142
(blank)	1,346	104	105
Records Management	542	42	90
Occupational Medical Services	245	19	16
Training and Organization Dev	106	8	18
Other	71	5	21
Labor/Employee Relations	39	3	14
EEO & Diversity Management	23	2	9
General Information	19	1	7
Hiring	4	0	2
Website	1	0	0
<b>Grand Total</b>	<b>11,394</b>	<b>876</b>	<b>3,294</b>

Almost half of all benefits-related calls were requests to discuss group insurance or retirement benefits, and 2/3 of those were fulfillments/referrals.



*\*Majority of CRs without a sub-area were General Information requests*  
Source: Siebel MC311 database

# OHR and MC311

MC311: Top 10 Solutions for General Information Calls\* (Dec 2010 - Dec 2011)

<u>Rank</u>	<u>Attached Solution</u>	<u>Total SRs</u>	<u>% of All GI</u>	<u>Monthly Average</u>
1	Verification of County employment	1,927	24%	148
2	Name of recruiter for a specific department	585	7%	45
3	Location, hours and parking for the Office of Human Resources	518	6%	40
4	Current available County jobs	429	5%	36
5	Application process for County positions	407	5%	34
6	Request change to address for benefits, retirement or tax purposes (current or former employee)	366	5%	28
7	Fax numbers for the Office of Human Resources	334	4%	26
8	Employee - Request to discuss Retirement Benefits	324	4%	25
9	Check Status of Application for Employment	220	3%	17
10	Occupational Medical	204	3%	16

General Information service requests are generally closed within the SLA days.



Source: Siebel MC311 database

# OHR and MC311

## MC311: Top 10 General Information Calls (Dec 2010 - Dec 2011)

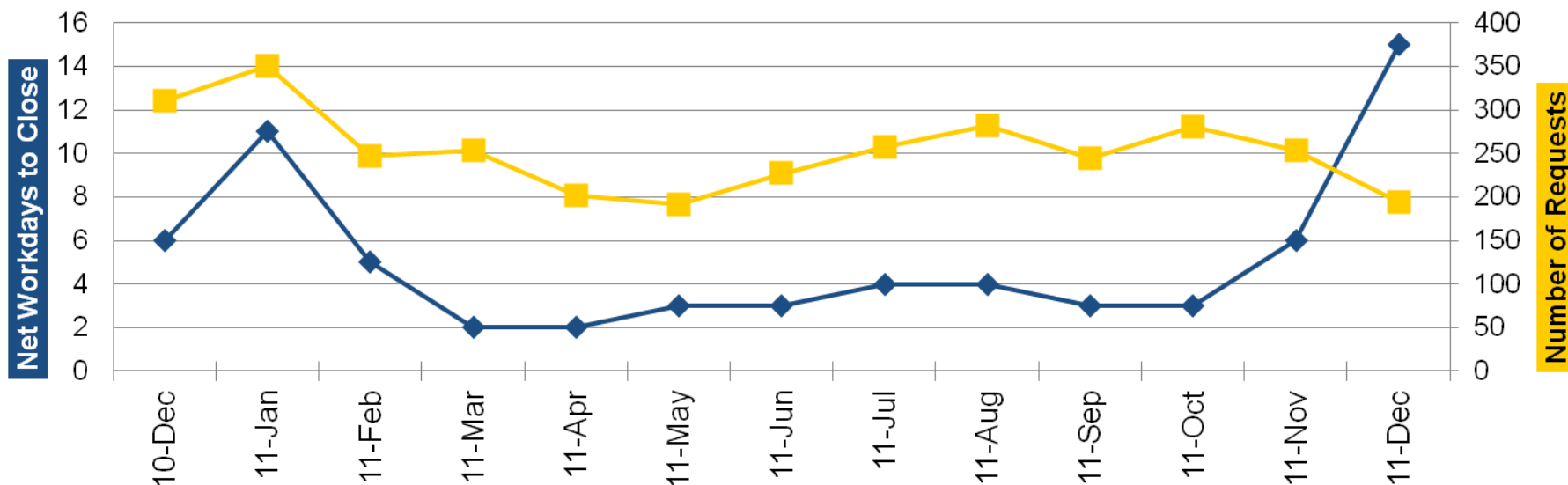
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Verification of County employment	143	145	136	167	150	137	159	152	165	167	144	131	131
Name of recruiter for a specific department	68	62	23	36	20	29	47	44	55	53	61	40	47
Location, hours, parking OHR	46	60	34	31	24	24	30	24	50	27	54	76	38
Current available County jobs	-	10	25	35	29	37	54	30	50	44	49	41	25
Application process	-	16	42	33	33	30	45	38	50	37	33	28	22
Request change to address	18	35	15	20	44	25	28	36	38	37	23	25	22
Fax numbers for the Office of Human Resources	43	31	27	25	23	27	27	17	23	15	24	36	16
Employee - Request to discuss Retirement Benefits	26	50	45	30	15	17	22	16	15	27	27	19	15
Check Status of Application for Employment	22	10	12	14	17	12	18	19	32	26	15	10	13
Occupational Medical	13	17	12	15	15	6	20	12	21	15	25	14	19

Source: Siebel MC311 database



# OHR and MC311

## MC311: All Service Fulfillment Requests and Referrals\* (Dec 2010 - Dec 2011)



	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Number of Requests	310	351	247	254	202	192	227	257	282	244	281	254	194
Average Net Workdays to Respond	6	11	5	2	2	3	3	4	4	3	3	6	15
Average Difference to SLA	+5	+9	+4	+1	+1	+1	+2	+2	+2	+2	+2	+4	+13

In December 2011, there were 80 SRs which took at least 10 net workdays to close. 77 of those SRs were benefits-related.



Source: Siebel MC311 database

# OHR and MC311

## MC311: Top 10 Solutions for Service Fulfillment Requests and Referrals\* (Dec 2010 - Dec 2011)

<u>Rank</u>	<u>Attached Solution</u>	<u>Total SRs</u>	<u>Monthly Average</u>	<u>SLA Days</u>	<u>Avg Days To Respond</u>
1	Employee - Request to discuss Group Insurance benefits	616	68	2	6
2	Employee - Request to discuss Retirement Benefits	530	41	1	7
3	Access problems or error messages with submission of application on iRecruitment	183	14	1	4
4	Check Status of Application for Employment	171	13	1	4
5	Verification of County employment	143	11	1	1
6	Request change to address for benefits, retirement or tax purposes (current or former employee)**	109	8	1	6
7	Employee - Request for benefits due to death of a County Employee	88	7	2	3
8	Problems accessing system (Password) for job application	71	5	1	4
9	Location, hours and parking for the Office of Human Resources	67	5	1	2
10	Name of recruiter for a specific department	66	5	1	2

Red: Beyond SLA Days; Yellow: Slightly Past SLA Days; Green: On Schedule of SLA Days



Source: Siebel MC311 database

# OHR and MC311

## MC311: Top 10 Solutions for Service Fulfillment Requests and Referrals (Dec 2010 – Feb 2012)

	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Discuss group insurance benefits	-	-	-	-	47 (a)	52	44	69	57	74	79	101	93	138	54
Discuss retirement benefits	87	105	84	80	25	23	40	16	16	14	21	14	5	8	4
iRecruitment error message	-	2 (a)	3	6	14	15	17	30	35	26	15	11	9	13	8
Check application status	10	10	10	5	9	8	11	13	30	20	21	12	12	13	13
Verify of County employment	10	9	6	12	6	12	15	15	13	12	14	8	11	5	8
Change of address	12	7	9	5	10	16	16	12	6	6	7	2	1	9	2
Request for benefits due to death of a County Employee	2	6	9	2	8	10	11	12	7	4	4	9	4	2	5
iRecruitment password problems	-	-	1 (a)	7	3	2	9	13	12	9	9	4	2	8	8
Location/hours/parking for OHR	4	2	1	1	6	10	6	6	6	5	10	7	3	11	8
Name of recruiter	11	8	1	7	7	3	5	3	9	5	5	2	0	9	3

(a) Knowledge base knowledge article was not created prior to this month.  
Source: Siebel MC311 database



# OHR and MC311

## CountyStat Recommendations for Improvements Based on Service Requests

- Recommends that OHR add to its website a downloadable Employment verification form. This form would be faxed or mailed in to OHR. MC311 portal would also have a link to this downloadable form.
- Recommends that OHR provide a clearer list of FAQ's on its website that links to the MC311 portal's knowledge based articles which answers most of these questions in plain language.
- Recommends that OHR review top 10 MC311 requests for service to review business practices to reduce response times. OHR should develop specific recommendations for dealing with high volume service requests.



# OHR and MC311

## Example: Downloadable Employment Verification Form

The screenshot shows the Oakland County Michigan website. At the top is the Oakland County logo and a search bar with a 'Go' button. Below the search bar are links for 'Local Info', 'Advanced Search', and 'View Cart'. A green navigation bar contains links for 'County Home', 'Info A-Z', 'Departments', 'Jobs', and 'Online Services'. To the right of this bar is a 'Find Services For:' dropdown menu. Below the navigation bar is a banner for 'Oakland County Human Resources' featuring a group photo of staff. A breadcrumb trail reads 'You are here: Human Resources > Employment Verifications >'. On the left is a sidebar menu with links: Home, About, Contact, Employment Verifications, Jobs, Holiday Schedule, Internships, Student Program, and Surveys. The main content area is titled 'Employment Verifications' and includes an 'Instructions' section. The instructions state that requests must be in writing, information will not be released over the phone, and processing requires signed authorization. It provides a fax number (248/858-8791) and a processing time of 1-2 business days. A link for the 'Verification of Employment Form' is provided. A blue callout box on the right states: 'CountyStat recommends using clear, plain language to help users understand the form and when to expect a response.' At the bottom is a green footer bar with links for 'County Home', 'Info A-Z', 'Departments', 'Jobs', and 'Online Services'. Below this is a copyright notice for 2002-2012 Oakland County, Michigan, and links for 'Privacy/ Legal', 'Accessibility', and 'Contact Us'.

**Oakland County Michigan**

Search

[Local Info](#) [Advanced Search](#) [View Cart](#)

[County Home](#) [Info A-Z](#) [Departments](#) [Jobs](#) [Online Services](#) [Find Services For:](#)

**Oakland County Human Resources**

You are here: [Human Resources](#) > [Employment Verifications](#) >

[SHARE](#)

**Employment Verifications**

**Instructions**

It is the policy of Oakland County to require requests of employment verification in writing. Employee's information will not be released over the phone. Processing of verifications of employment require the employee's signed authorization. Please fax us your form or print the form below. **Fax all requests to 248/858-8791.** Please allow 1-2 business days for processing.

[Verification of Employment Form](#)

**CountyStat recommends using clear, plain language to help users understand the form and when to expect a response.**

[County Home](#) | [Info A-Z](#) | [Departments](#) | [Jobs](#) | [Online Services](#)

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# OHR and MC311

## Example of Plain Language of MC311 Portal 1 of 2

### MC311 Solution Search Result for: 'retiree'

1. [COBRA eligibility and process](#)
2. [Employee - Open Enrollment Packet Problem](#)
3. [Montgomery County Retired Employees' Association \(MCREA\)](#)
4. [RSP or GRIP Disability Payee - Requesting Copy of Pay Advice](#)
5. [RSP or GRIP Disability Payees - Direct Deposit Changes](#)
6. [Retiree \(ERS\) - Did Not Receive Pay Advice](#)
7. [Retiree \(ERS\) - Direct Deposit Changes](#)
8. [Retiree \(ERS\) - Needs Replacement Payment](#)
9. [Retiree \(ERS\) - Requesting Copy of Pay Advice](#)
10. [Retiree \(ERS\) - Requests for Copy of 1099R Tax Forms](#)
11. [Retiree \(ERS\) - Tax Withholding Forms](#)
12. [Retiree \(RSP/GRIP/Disability Retirees\) - Tax Withholding Forms](#)
13. [Retiree - Payroll Pay Advice Deduction Codes](#)
14. [Retiree - Add or Delete Dependents on Group Insurance](#)
15. [Retiree - Benefit Reduction](#)
16. [Retiree - Change of Address](#)
17. [Retiree - Changing Beneficiary](#)
18. [Retiree - Cobra Claims Issue](#)
19. [Retiree - Cost of Living Adjustment \(COLA\)](#)
20. [Retiree - Deferred Compensation Questions](#)
21. [Retiree - Group Insurance Confirmation Statement Incorrect or Not Received](#)
22. [Retiree - Group Insurance Coverage Denial](#)
23. [Retiree - Group Insurance Deductions Incorrect on Pay Advice](#)
24. [Retiree - ID Card for Medical, Dental, Prescription or Vision Plan](#)
25. [Retiree - Insurance Claim form](#)
26. [Retiree - Insurance Claims Issues](#)
27. [Retiree - Insurance Coverage for Newborns](#)
28. [Retiree - Insurance Requirements to Add Dependents](#)
29. [Retiree - Name Change Request](#)

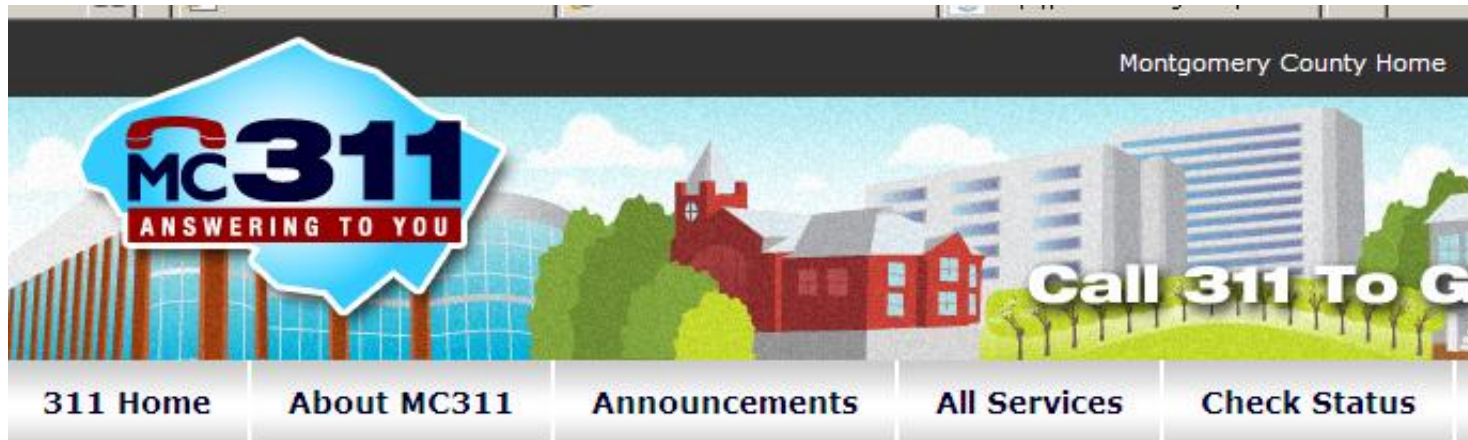
Currently on the MC311 portal website, searching “retiree” returns the following options.

Change of Address



# OHR and MC311

## Example of Plain Language of MC311 Portal 2 of 2



### All Services

### Results from “Retiree – Change of address”

County Department: OHR

#### **Retiree - Change of Address**

Retirees must complete the "Personal Data form for Retired Employees" to change their address of record with the County. This form can be faxed to Benefits at 240.777.5130 or mailed to OHR - Records Management Team, 101 Monroe Street, 8th Floor, Rockville, MD 20850.

Find more information from the following link(s):

- [Retiree Benefits Forms](#)

To speak with a Customer Service Representative, please call 311 during business hours.



# OHR and MC311

## Current OHR Site

The screenshot displays the 'Current OHR Site' interface. At the top, there are navigation tabs for 'RESIDENTS', 'GOVERNMENT', and 'BUSINESS'. Below these is the 'HR Resource Library' section, which includes a search bar and a list of categories: 'Communications', 'Benefits', 'Benefits Retiree' (highlighted), 'Other Benefits', and 'HR Manage'. The main content area is divided into two columns. The left column, titled 'General Retiree Benefit Forms', lists several forms: 'LINK TO NON-BENEFITS FORMS', 'Affidavit of Qualified Dependent Status', 'BCBS Claim Form', 'BCBS Coordination of Benefits Form 2012--Retirees', 'Kaiser Incapacitated Dependent Application', 'Personal Data Form for Retired Employees' (highlighted with a blue arrow), 'RSP 401(a) Rollover Form', 'Special Tax Notice--ERS & RSP', and 'UHC Disabled Dependent Form'. The right column, titled 'County ERS Retiree Payment Forms', lists: 'Direct Deposit Form', 'Tax Withholding Federal W-4P', and 'Tax Withholding MD MW 507P'.

General Retiree Benefit Forms	County ERS Retiree Payment Forms
<a href="#">LINK TO NON-BENEFITS FORMS</a>	<a href="#">Direct Deposit Form</a>
<a href="#">Affidavit of Qualified Dependent Status</a>	<a href="#">Tax Withholding Federal W-4P</a>
<a href="#">BCBS Claim Form</a>	<a href="#">Tax Withholding MD MW 507P</a>
<a href="#">BCBS Coordination of Benefits Form 2012--Retirees</a>	
<a href="#">Kaiser Incapacitated Dependent Application</a>	
<a href="#">Personal Data Form for Retired Employees</a>	
<a href="#">RSP 401(a) Rollover Form</a>	
<a href="#">Special Tax Notice--ERS &amp; RSP</a>	
<a href="#">UHC Disabled Dependent Form</a>	

Current OHR  
“Retiree Forms”  
website

Change of Address with  
“Personal Data Form for  
Retired Employees”



# Headline Performance Measures

## Customer Satisfaction

- 1) Average customer satisfaction rating on the internal customer survey of County managers

## Benefits

- 2) Healthcare trend history and Cost containment for the County's prescription plan (6 sub-measures)
- 3) Monitor the ERS disability retirement process for active employees and continuing the re-evaluation of retirees receiving disability retirement (2 sub-measures)

## Training & Organizational Development

- 4) Customer satisfaction with OHR training

## Recruitment and Selection

- 5) Average number of days to fill a vacant position in County employment
- 6) Average satisfaction rating of departments with pools of candidates for positions

## EEO & Diversity Management

- 7) Percent of employees within each workforce utilization group

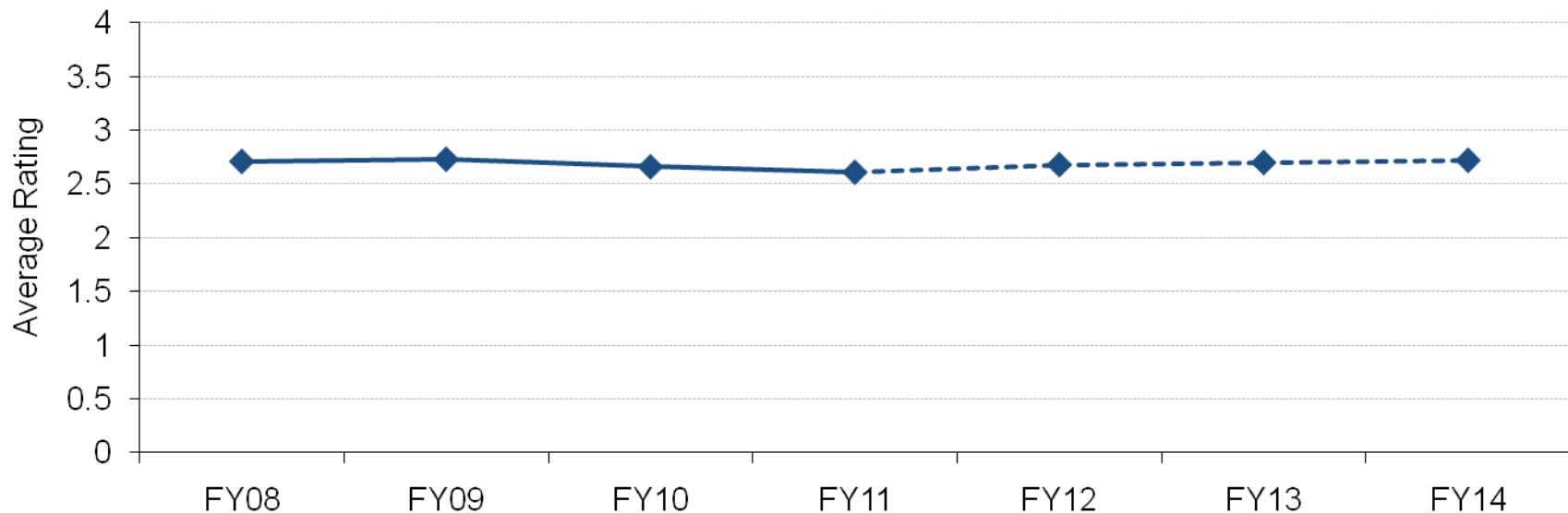
## Labor/Employee Relations

- 8) Percent of grievances resolved before reaching a third party neutral (5 sub-measures)



# Customer Satisfaction

Headline Measure 1: Average customer satisfaction rating (1-4) on the internal customer survey of County managers



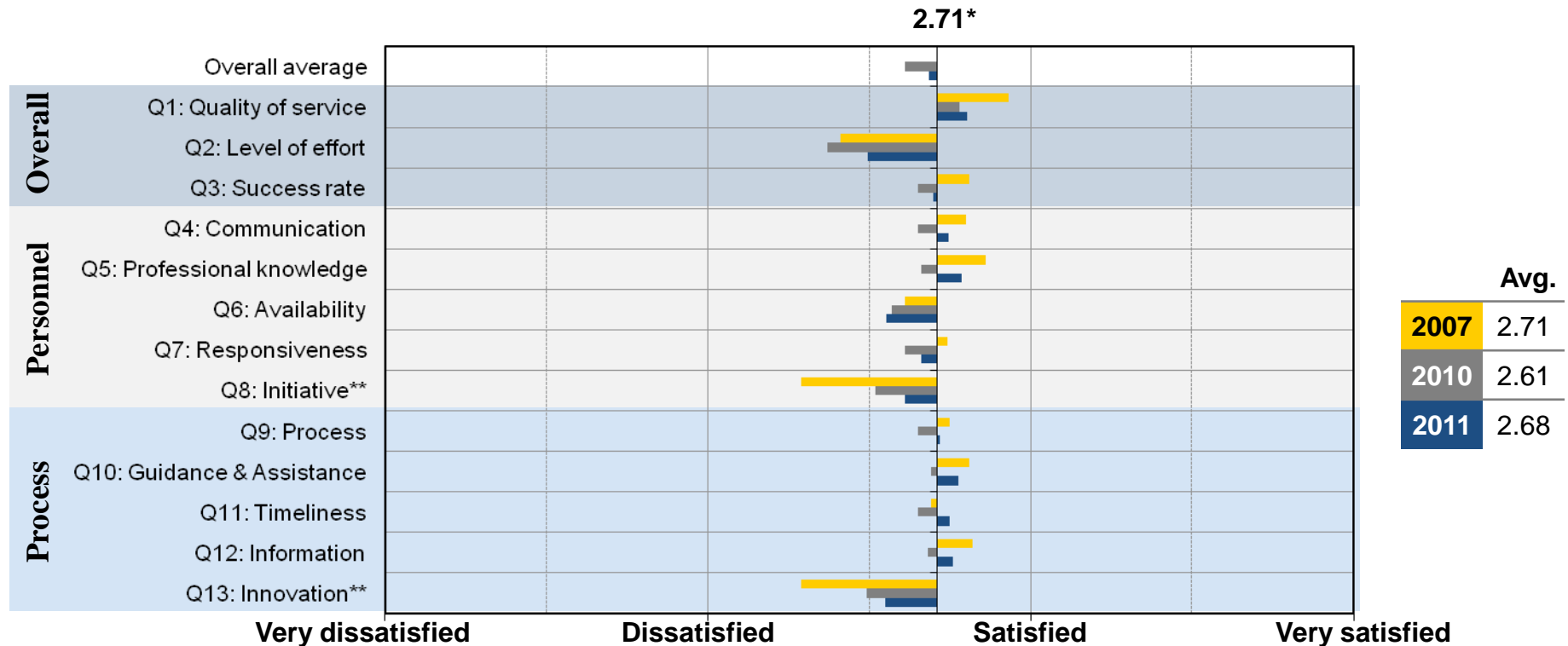
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Average Rating	2.71	2.73	2.66	2.61	2.68	2.70	2.72	2.75

OHR's rating by managers has remained steady.



Source: MLS Internal Customer Survey

# Customer Satisfaction



Overall average is up slightly from 2010 but remains low. Level of effort, innovation, and availability are particularly problematic. Poor responsiveness and communication are leading themes of qualitative responses.



\*2007 baseline overall average

\*\*2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.

01/06/2012

22

2011 Internal  
Customer



## **Qualitative Analysis:**

### **Department Comments: Office of Human Resources**

- 48 individual comments; 31 negative, 15 positive, 2 neutral
- 35% of comments were negative about the department's customer service; this was historically a recurring theme
- Comments about staff providing inaccurate/inconsistent information were down considerably from 2007, though the department's personnel ratings have not changed significantly from the 2007 baseline.
- 19% of comments expressed dissatisfaction with employees being directed to 311, specifically describing the process as insulting and offensive
- Comments which described OHR processes as being slow were down between 2009 and 2011 as compared to the number received from 2007 to 2008, but the department's process and timeliness ratings have remained relatively unchanged.





# Customer Satisfaction

## Contextual Data: 2011 Internal Customer Survey Results

	Question	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied	Not Applicable	Total Ratings (excl n/a)	Average Rating
Overall	Q1: Quality of service	10%	16%	53%	16%	5%	239	<b>2.80</b>
	Q2: Level of effort	21%	26%	28%	20%	4%	235	<b>2.49</b>
	Q3: Success rate	8%	25%	50%	13%	4%	235	<b>2.70</b>
Personnel	Q4: Communication	10%	23%	45%	18%	5%	230	<b>2.74</b>
	Q5: Professional knowledge	10%	19%	46%	20%	4%	229	<b>2.79</b>
	Q6: Availability	14%	28%	41%	13%	4%	227	<b>2.55</b>
	Q7: Responsiveness	12%	23%	46%	15%	5%	224	<b>2.66</b>
	Q8: Initiative	14%	23%	43%	14%	6%	220	<b>2.61</b>
Process	Q9: Process	12%	17%	51%	14%	6%	216	<b>2.72</b>
	Q10: Guidance & Assistance	10%	15%	51%	15%	8%	215	<b>2.78</b>
	Q11: Timeliness	10%	18%	53%	14%	6%	215	<b>2.75</b>
	Q12: Information	9%	17%	55%	12%	9%	204	<b>2.76</b>
	Q13: Innovation	13%	18%	44%	7%	17%	190	<b>2.55</b>



Source: MLS Internal Customer Survey



## **OHR Specific Comments from the Internal Focus Groups on Level of Effort**

- Forms and information are difficult to locate, often outdated, and instructions are less than clear.
- Contacting OHR is extremely difficult. Questions related to benefits, personnel matters, etc... are hard to find answers to, calls to clarify answers are not always returned, and different answers are given by different OHR contacts.
- Individually OHR staff is seen as responsive, but collectively, they do not seem to be working as a cohesive unit.
- E-Performance/performance appraisal system was nearly impossible to use, there was little support/training prior to implementation and significant concerns that the same problems will occur this year.
- Since reclassifications are no longer conducted, this is causing individuals to file grievances. There should be a better process for moving individuals between classes and grades without having to open-up a full-blown hiring process.



# Customer Satisfaction

Headline Measure 1: Average customer satisfaction rating (1-4) on the internal customer survey of County managers

## What did department do in FY11 to impact performance?

- Pushed information out to its electronic resource library
- Implemented ERP.
- Collaborated with departments/inter-agencies relating to position transactions, gain-sharing, training and establishment of qualifications to fill positions.

## What will Department do in FY12 to impact performance?

- Have HR Liaison Quarterly meetings to discuss issues and concerns, Q & A, any new items being implemented, discuss ERP changes, etc.
- Update HR resource library
- Establish call center in cooperation with MC311, focusing on employee benefits.
- Improve communications to all stakeholders, ensuring consistent responses.
- Study the feasibility of duplicating matrixed HR employees in operating agencies—use the model currently in place with MCPD and MCPL.
- Aligning HR functions to processes which may include reorganization in order to produce critical outcomes.
- Continue to update SOPs.
- Continue with the implementation of ERP.



Source: OHR

# Benefits

Headline Measure 2: Healthcare trend history and cost containment for the County's Prescription Plan

Sub-measure 1: Point-of-Service (POS) average per employee per month medical and prescription costs

Sub-measure 2: Health Maintenance Organization (HMO) average per employee per month medical and prescription costs

Sub-measure 3: Prescription costs: Actual versus expected costs

Sub-measure 4: Prescription costs: Retail versus mail order prescription costs

Sub-measure 5: Prescription costs: Brand drugs versus generic drugs

Sub-measure 6: Prescription costs: Shift in high option prescription employee/employer cost-share



Source: OHR

# Benefits

## Health Care Cost Background

- County Government is working towards minimizing costs.
- CountyStat's Health and Benefits session on 03/02/2010
  - OHR had a follow-up to “Develop concrete strategies to reduce benefits cost to the County, which may include, but is not limited to, changing benefits rate structure and creating financial disincentives to high option plans”

	Employer Share of Premium		
	2010	2011	2012
<b>UH Select HMO</b>	80%	80%	80%
<b>Kaiser HMO</b>	80%	80%	80%
<b>Carefirst High POS</b>	80%	80%	75%
<b>Carefirst Standard POS</b>	80%	80%	75%
<b>RX. Caremark Standard Option</b>	80%	80%	75%
<b>RX. Caremark High Option \$4/\$8</b>	75% of the Standard Option plan		
<b>RX. Caremark High Option \$5/\$10</b>	75% of the Standard Option plan		



Source: OHR

# Benefits

## Health Care Cost Background

- The Montgomery County Council established a Task Force on Employee Wellness and Consolidation of Agency Group Insurance Program.
- A study produced by **Aon-Hewitt** for the Task Force resulted in the following data points:

	Comparison of Per Member Costs	
	MCPS	MCG
<b>HMO</b>	\$3,553	\$3,996
<b>POS</b>	\$4,365	\$3,869
<b>Kaiser (Med&amp;Rx)</b>	\$4,843	\$4,911
<b>All Medical*</b>	\$4,066	\$4,028
<b>All Rx</b>	\$1,273	\$1,235

- Annual per member cost is based on **projected claims and expenses** for 2012 divided by number of **employees and dependents in each plan**. Costs reflect active experience only in order to normalize costs and compare MCPS and MCG without including retiree plan experience.

*\*Kaiser RX is included*

Source: [www.montgomerycountymd.gov/content/council/wgitt/Report/appendix\\_b\\_aon\\_hewitt\\_report.pdf](http://www.montgomerycountymd.gov/content/council/wgitt/Report/appendix_b_aon_hewitt_report.pdf)



# Benefits

## Health Care Cost Background

Medical Plans Only	Total Active Enrollment	
	FY2010	FY2011
UH Select HMO	1,636	1,605
Kaiser HMO (Rx Included)	1,091	1,149
Carefirst High POS	5,141	5,042
Carefirst Standard POS	320	391
Total	8,188	8,187

There appears to be a slight shift in the active enrollment between Kaiser HMO and Carefirst high POS.

2010 Enrollment Source:

[www.montgomerycountymd.gov/content/exec/stat/pdfs/03\\_02\\_10\\_ppt.pdf](http://www.montgomerycountymd.gov/content/exec/stat/pdfs/03_02_10_ppt.pdf)

2011 Enrollment Source:

[www.montgomerycountymd.gov/content/council/wgltf/Report/appendix\\_b\\_aon\\_hewitt\\_report.pdf](http://www.montgomerycountymd.gov/content/council/wgltf/Report/appendix_b_aon_hewitt_report.pdf)



# Benefits

## Health Care Cost Background

### Average Monthly Employer Premium Across All Health Plans (POS Medical, Rx, PPO Dental, Vision)

Type of Enrollee	FY2010*	FY2011	FY2012
Single	\$597.69	N/A	\$463.40
Employee + Spouse*	\$1,106.93	N/A	\$824.94
Family	\$1,756.78	N/A	\$1,351.68

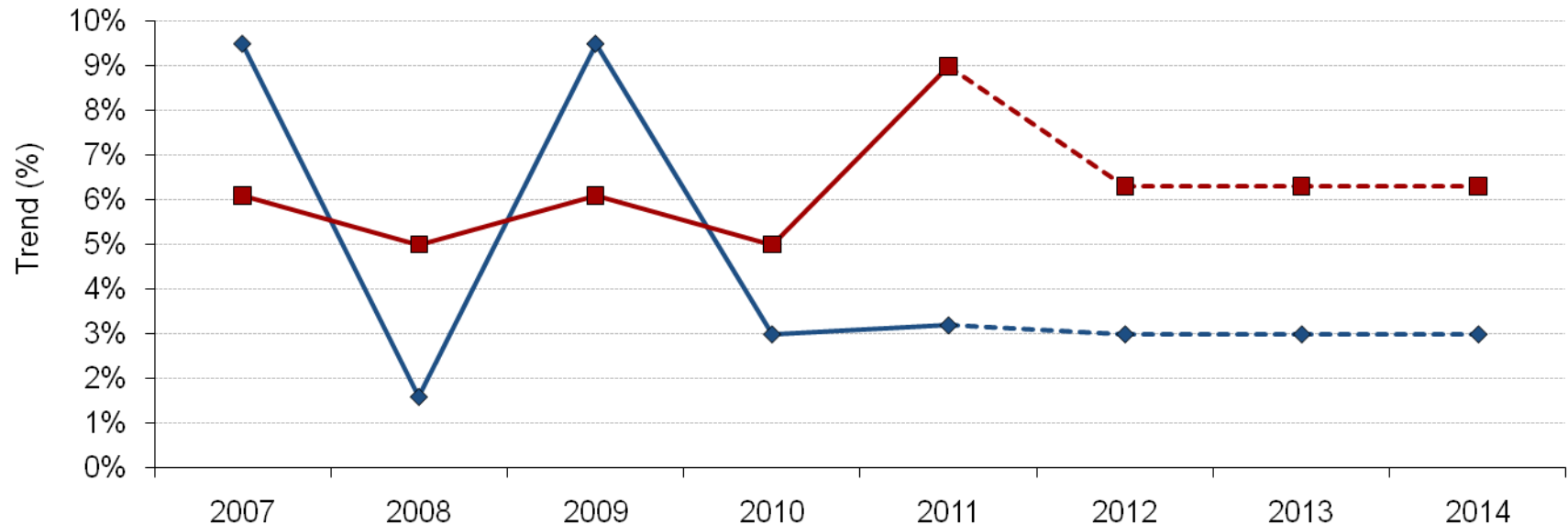
Source: Aon Hewitt's 2010 Report; Aon Hewitt's 2012 report to the Task Force on Employee Wellness and Consolidation of Agency Group Insurance Program Work Group.



*\*Plans that do not offer a POS option, closest plan design used for the comparison. Notes: Some plans utilize four rate tiers, the employee + spouse tier was used in the chart. If multiple POS plans are offered, the one with the most enrollment was utilized*



# Benefits

## Headline Measure 7: Healthcare trend history and cost containment for the County's Prescription Plan



	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Montgomery County 	9.5%	1.6%	9.5%	3.0%	3.2%	3.0%	3.0%	3.0%
Benchmark: Aon Trend Survey 	6.1%	5.0%	6.1%	5.0%	9.0%	6.3%	6.3%	6.3%

The measure compares our percent increase (trend) measured against the Aon Trend Survey data.



Source: OHR



# Benefits

Headline Measure 7: Healthcare trend history and cost containment for the County's Prescription Plan

Submeasure 1: Point-of-Service (POS) average per employee per month medical and prescription costs

Sub-measure 2: Health Maintenance Organization (HMO) average per employee per month medical and prescription costs

Sub-measure 3: Prescription costs: Actual versus expected costs

Sub-measure 4: Prescription costs: Retail versus mail order prescription costs

Sub-measure 5: Prescription costs: Brand drugs versus generic drugs

Sub-measure 6: Prescription costs: Shift in high option prescription employee/employer cost-share



Source: OHR

## Benefits

Submeasure 1: Point-of-Service (POS) average per employee per month medical and prescription costs (Trend %)

Submeasure 2: Health Maintenance Organization (HMO) average per employee per month medical and prescription costs (Trend %)

		<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
POS	Montgomery County	8.3%	0.1%	9.1%	5.8%	-2.3%
	National	10.8%	10.5%	10.4%	10.6%	10.0%

HMO	Montgomery County	14.7%	3.5%	8.6%	-3.1%	17.5%
	National	10.9%	10.6%	10.4%	10.5%	9.8%

The measure compares our percent increase (trend) measured against the Aon Hewitt Trend Survey 2011.

*Note: Montgomery County trend is based on average per employee per month medical and prescription costs. National Data based on Aon Hewitt Survey 2010.*

*Source: OHR*



## Benefits

Submeasure 3: Prescription costs: Actual versus expected costs

Submeasure 4: Prescription costs: Retail versus mail order prescription costs

Submeasure 5: Prescription costs: Brand drugs versus generic drugs

### Effect of Prescription Cost Reduction Strategies on Per Capita Claims

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
<b>Actual Net Cost</b>	\$1,636	\$1,659	\$1,666	\$1,746
<b>Expected Net Cost*</b>	\$1,636	\$1,794	\$1,968	\$2,144

\*Absent plan design and cost sharing changes.

### Utilization – Retail vs. Mail Order Prescriptions

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
<b>Retail</b>	86.90%	77.40%	70.70%	70.0%
<b>Mail Order</b>	13.10%	22.60%	29.30%	30.0%

Based on Caremark's 2011 report, the mail utilization for their book of business is 20.3% and for the government industry is 20.4%.

### Utilization – Brand Drugs vs. Generic Drugs

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
<b>Brand Drugs</b>	46.20%	44.40%	40.10%	36.30%
<b>Generic Drugs</b>	53.80%	55.60%	59.90%	63.70%

Based on Caremark's 2011 report, the difference in cost for a generic drug is on average about \$90 less than for a brand drug.



# Benefits

Submeasure 6: Prescription costs: Shift in high option prescription employee/employer cost-share

## High \$4/\$8 Option Employer Contribution<sup>(1)</sup>

Strategy	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
80% ER cost-share	\$119.50	\$121.72	\$137.75	\$146.18
Buy-up cost-share	\$119.50	\$97.38	\$97.38	\$97.38

## High \$5/\$10 Option Employer Contribution <sup>(2)</sup>

Strategy	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
80% ER cost-share	\$0.00	\$120.14	\$135.96	\$144.29
Buy-up cost-share	\$0.00	\$97.38	\$97.38	\$97.38

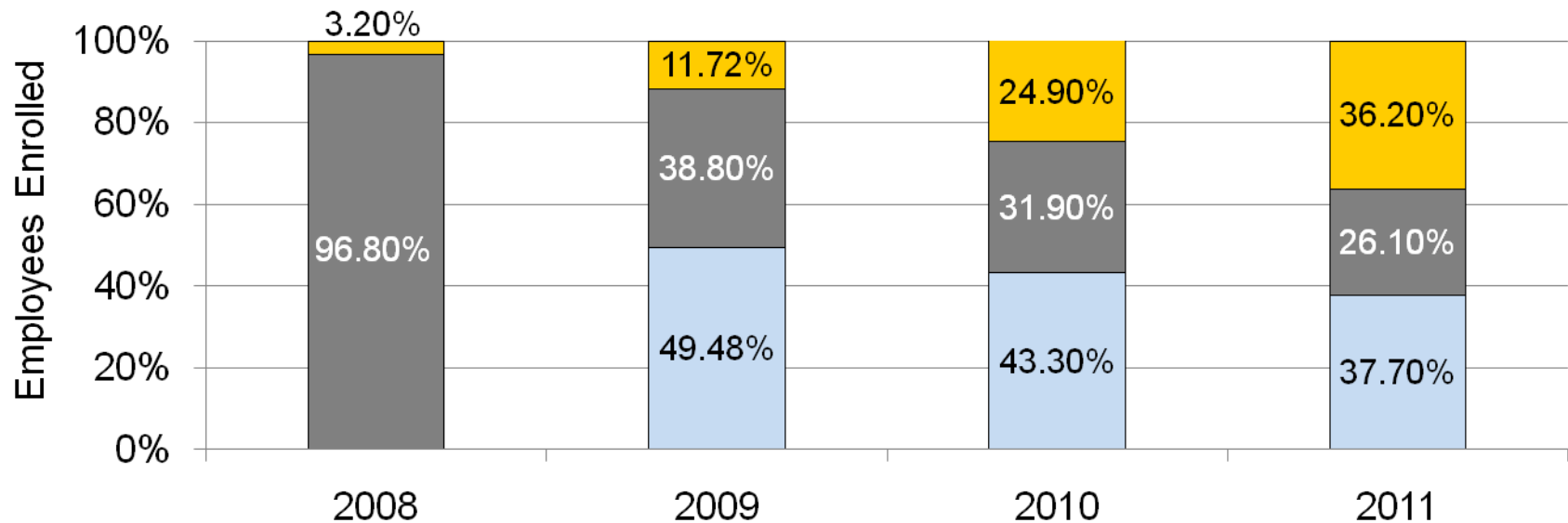
Employer contributions to the High Option prescription plan is limited to the value of the employer contribution of the Standard Option prescription plan.

1) Only available to MCGEO and IAFF members who are County employees. 2) Only available to FOP members, Non-Represented employees and retirees. Source: OHR



# Benefits

Prescription Enrollment Migration resulting from the change in cost sharing arrangements: Enrollment by Plan as of January 1



	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
High \$5/\$10 Option	0	5,270	4,584	3,936 <sup>(2)</sup>
High \$4/\$8 Option	10,039	4,133	3,378	2,732 <sup>(1)</sup>
Standard Option	331	1,249	2,636	3,785

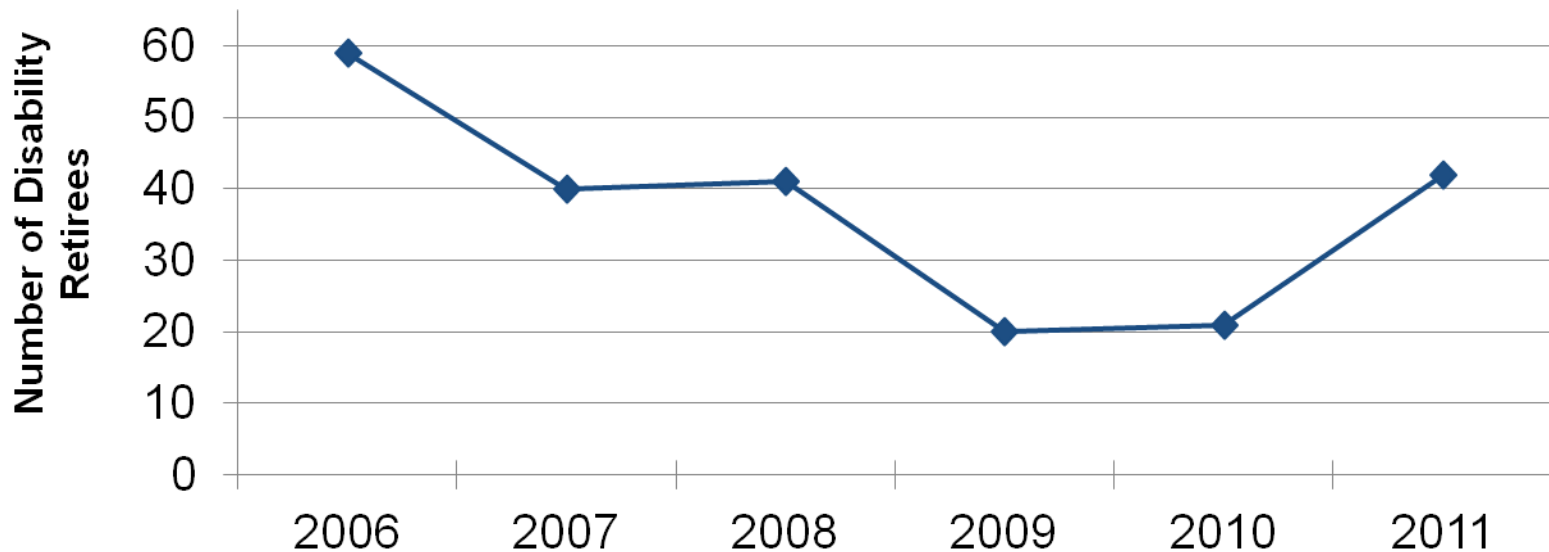
1) Only available to MCGEO and IAFF members who are County employees. 2) Only available to FOP members, Non-Represented employees and retirees.



# Benefits

Headline Measure 3: Monitor the ERS disability retirement process for active employees and continuing the re-evaluation of retirees receiving disability retirement

## Total Number of New Disability Retirees



There was a decline in disability retirements from 2006 to 2010, but the total increased from 2010 to 2011.



Source: OHR

# Benefits

## Submeasure 1: Number of disability retirees

Departments	2006	2007	2008	2009	2010	2011
Environmental Protection	0	1	0	0	0	0
General Service	2	3	1	2	0	0
Housing & Community Affairs	1	0	0	0	0	0
Liquor Control	3	2	0	2	0	2
Corrections & Rehabilitation	3	3	1	0	2	0
Transportation	6	5	5	0	0	2
Permitting Services	1	1	0	0	0	0
Finance	0	0	1	0	0	0
Health & Human Services	3	2	1	0	0	1
Human Rights	0	0	0	0	1	0
Libraries	2	1	0	0	0	1
Fire & Rescue	14	5	7	5	1	23
Police	24	13	24	10	17	13
Emergency Mgmt & Homeland Security	0	0	0	1	0	0
Human Resources	0	1	0	0	0	0
Management & Budget	0	0	0	0	0	0
Recreation	0	1	0	0	0	0
Sheriff's Office	0	2	1	0	0	0
All Departments	59	40	41	20	21	42

OHR states the primary reason for the increase in disability applications in FY11 was to have them filed prior to the COLA cap of 2.5% that Council enacted



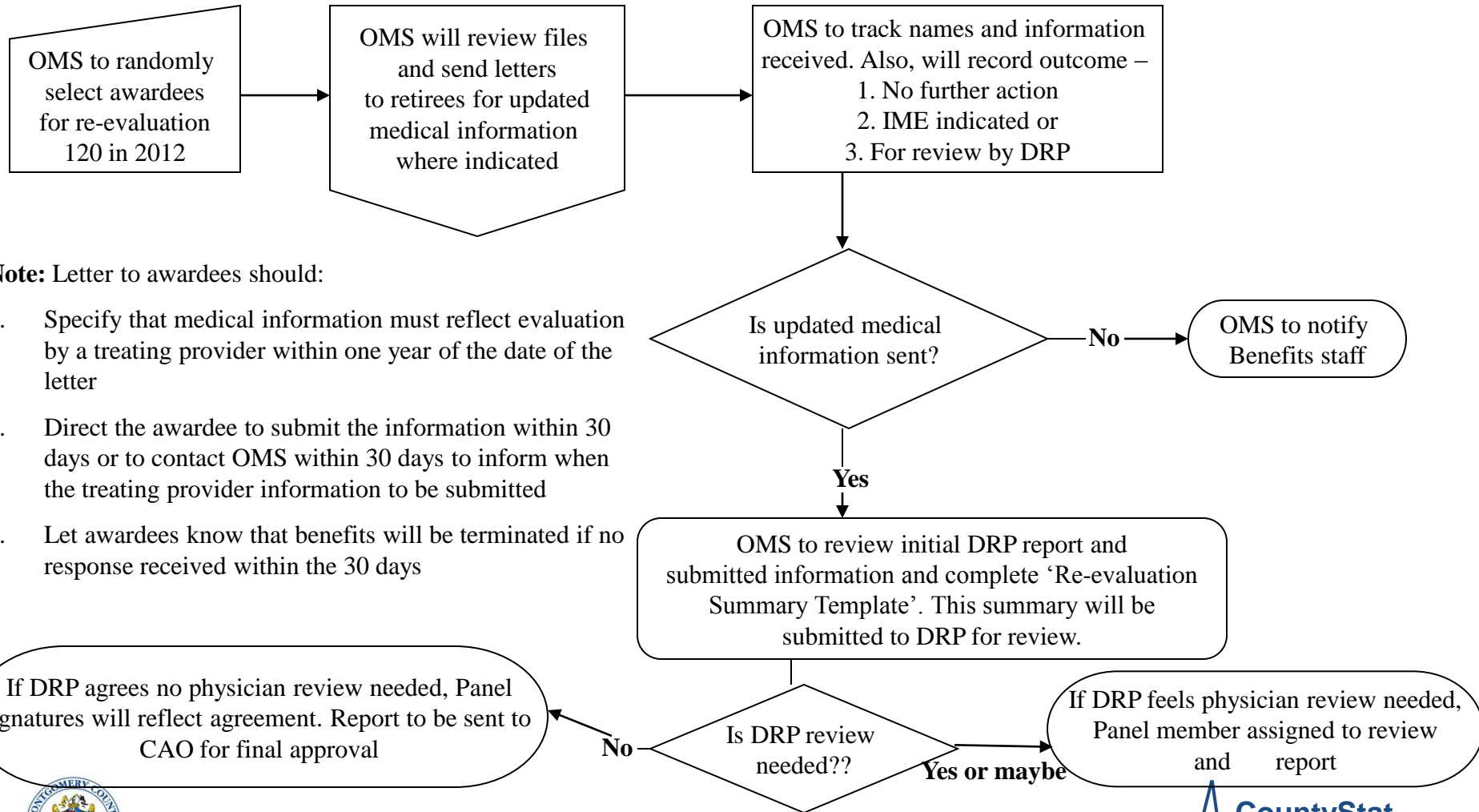
Data by fiscal year 7/1/2005 through 6/30/2011

Source: OHR

# Office of Human Resources

## Medical Re-Evaluations of Disability Retirement Awardees Process

### [ERS Service and Non-Service-Connected]





# Benefits

Headline Measure 2: Healthcare trend history and cost containment for the County's Prescription Plan

Headline Measure 3: Monitor the ERS disability retirement process for active employees and continuing the re-evaluation of retirees receiving disability retirement

## What did department do in FY11 to impact performance?

- Process changes as a result of Bill 35-10
  - Process changes are in place to administer the extension of imputed compensation for disability retirement applications in FY11 and the modifications for selection of DRP doctors facilitated hiring two new doctors.
- Updated process for re-evaluation of disability retirees
  - All medical records for DRP doctors are now shared via a secure electronic format.

## What will Department do in FY12 to impact performance?

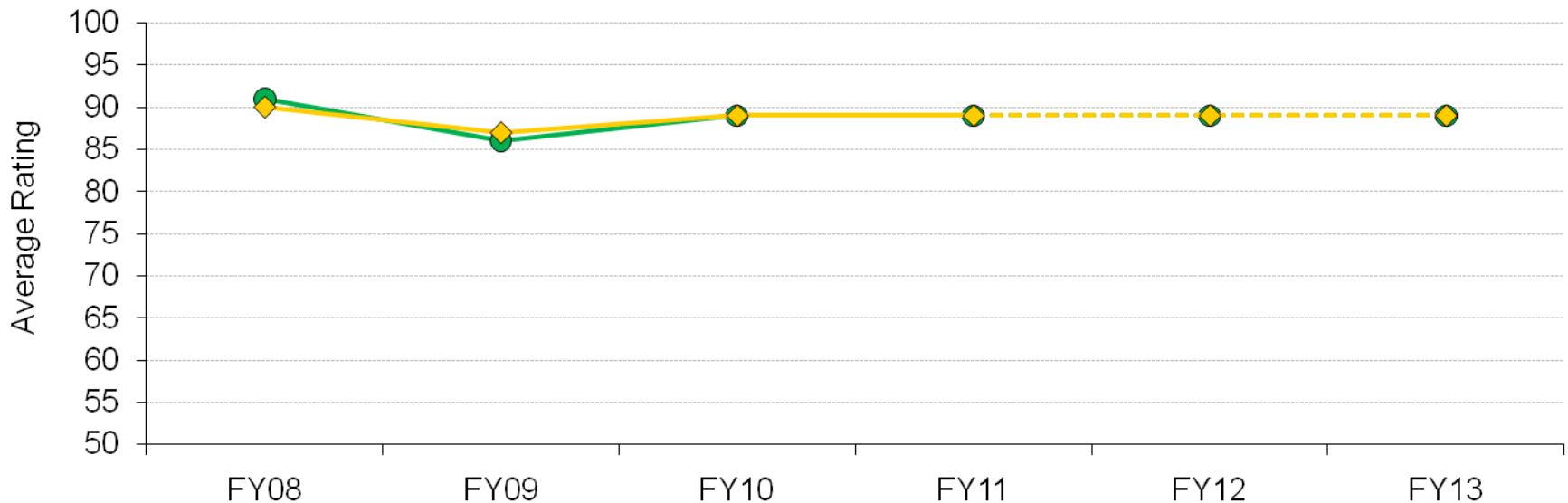
- County Council made major changes in the health care cost share between the employee and employer which took effect January 1, 2012.
- Disability Retirement:
  - Moving towards utilizing teleconferencing and web conferencing for DRP meetings.
  - Disability Arbitrator appointments will be made in the second half of FY12.
  - Recruitment of Disability Review Panel (DRP) Doctors. The final selection was completed for the Disability Review Panel (DRP) in May 2011. Two new doctors are contracted to be part of the DRP.



Source: OHR

# Training & Organizational Development

## Headline Measure 4: Customer satisfaction with OHR training



	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>
<b>Helpful to job</b>	91	86	89	89	89	89	89
<b>Helpful to professional development</b>	90	87	89	89	89	89	89
<b>Number of Surveys Completed</b>				1154			

OHR's rating by managers has remained steady.



OHR administered survey, Source: OHR

# Training & Organizational Development

## OHR Training Details

	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>
<b>Total Attended:</b>	14,142	14,649	11,510**
<b>Total Offered:</b>	760	925	929
<b>Total Implemented:</b>	672	753	782

### Funding Background:

From FY09 through FY11 overall funding for Professional/Licensure Training, Management/Leadership Training, and Computer Training has been reduced by 48% (\$120,950).

### Funding Reduction Impact:

407 total courses were cancelled during FY09-FY11. Additional courses were not offered at all, had reduced course offerings per fiscal year, or the length of the course was shortened due to lack of funding.

*\*\*Note: In FY11, OHR offered more courses overall but enrolled fewer total participants, in part, due to ERP implementation which required computer training labs with a maximum capacity of 8-15 students.*



Source: OHR

# Training & Organizational Development

## Headline Measure 4: Customer satisfaction with OHR training

### What did department do in FY11 to impact performance?

- Expanded the use of computer based training within the County.
- Partnered with members of the Interagency Training Committee to provide jointly sponsored programs and services.
- Collaborated with Montgomery College to offer Microsoft Computer Software.

### What will Department do in FY12 to impact performance?

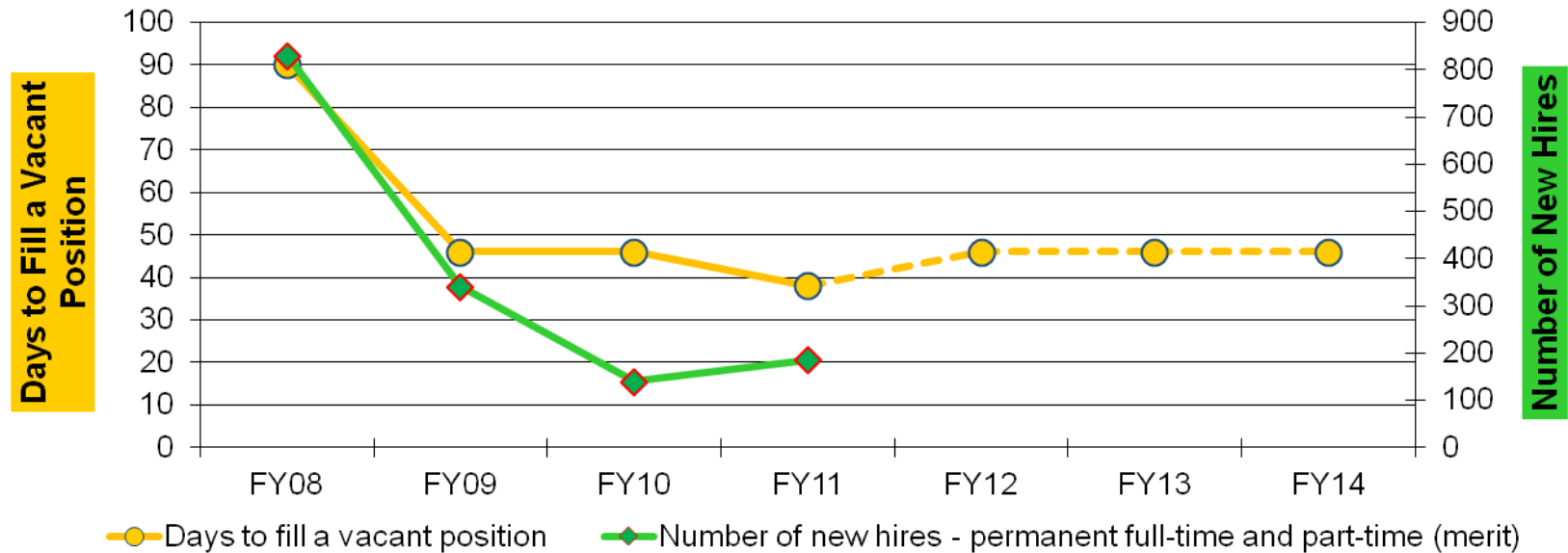
- Identify staffing and fiscal resources to enable the continued expansion of the use of computer based training within the County.
- Continue to partner with members of the Interagency Training Committee to provide jointly sponsored programs and services.
- Provide "Train-the-Trainer" program for computer software training to develop internal staff computer training knowledge and skills .



Source: OHR

# Recruitment and Selection

Headline Measure 5: Average number of days to fill a vacant position in County employment



	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Days to fill a vacant position	90	46	46	38	46	46	46
Number of new hires - permanent full-time and part-time (merit)	830	341	140	185	N/A	N/A	N/A

The decline in number of open positions appears to trend with decline in days to fill a vacant position.



Source: OHR

## Recruitment and Selection

Recruitment and Selection Workload Data, including internal and external positions.

	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08 thru June 10</u>	<u>FY09 thru June 15</u>	<u>FY10</u>	<u>FY11</u>
Number of job announcements posted to career site	486	554	658	452	409	335	321
Number of resumes received and rated	33,695	37,642	45,393	32,526	35,414	27,119	14,805
Average number of resumes received per posted job announcement	69	68	69	72	87	81	46
Number of new hires - permanent full-time and part-time (merit)	613	727	772	830	341	140	185
Number of new hires - temporary	1,160	1,112	1,121	1,180	1,800*	838	931

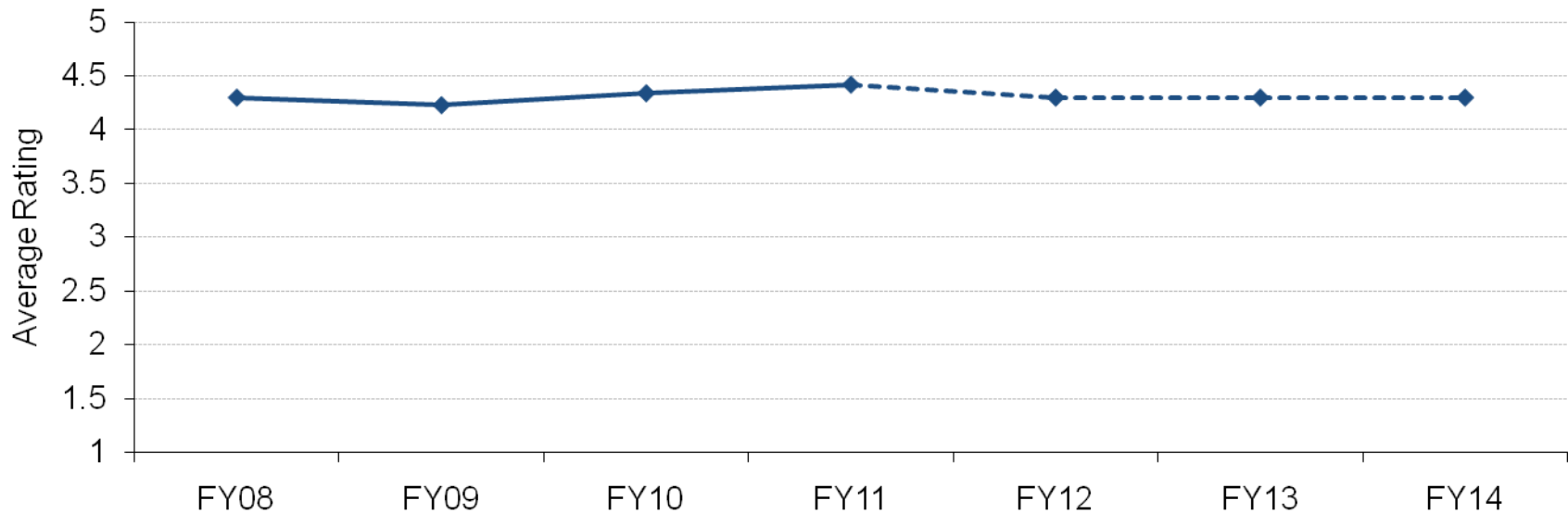
*\*The number of FY 09 temporary hires is high due to the number of Board of Election temporaries that were hired (915).*

Source: OHR



## Recruitment and Selection

Headline Measure 6: Average department satisfaction ratings of candidate pools



	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>
<b>Average Satisfaction Rating</b>	<b>4.30</b>	<b>4.23</b>	<b>4.34</b>	<b>4.42</b>	<b>4.30</b>	<b>4.30</b>	<b>4.30</b>

The average satisfaction rating for using departments has been generally stable.



Source: OHR

## Recruitment and Selection

Contextual Data: Average department satisfaction ratings of candidate pools

<u>Rating</u>	<u>Total</u>
1	2
2	2
3	10
4	49
5	100
<b><i>No Rating</i></b>	2
<b>Total</b>	<b>165</b>

From 7/1/2010 - 6/30/2011, OHR sent out 165 satisfaction surveys to managers.



Data Source: OHR



## Recruitment and Selection

Headline Measure 5: Average number of days to fill a vacant position in County employment

Headline Measure 6: Average department satisfaction ratings of candidate pools

### What did department do in FY11 to impact performance?

- Implemented ERP I–Recruitment
- Utilized the new Hiring Preference regulations to enhance diversity throughout the workforce. OHR will communicate the changes and work with departments on implementing the new hiring process.
- Limited the preferred criteria to only the most critical skills/competencies.

### What will Department do in FY12 to impact performance?

- Continue to evaluate and adjust the MLS Recruitment Process as a means to improve diversity in the management team.
- Continue to educate departments and applicants regarding the Hiring Preference, QUEST Program, and Customized Employment Public Intern Program as and additional means to improve diversity throughout the County.
- Implement additions to the on-boarding process.
- Work with departments to educate, train and facilitate their awareness and knowledge of the new online employment system and requirements.



Source: OHR

## EEO & Diversity Management

Headline Measure 7: Percent of employees within each workforce utilization group

	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>
<b>White</b>	56%	55%	57%	54%	54%	54%	54%
<b>Black</b>	27%	27%	28%	29%	29%	29%	29%
<b>Asian</b>	6%	6%	6%	6%	6%	6%	6%
<b>Hispanic</b>	8%	8%	7%	8%	8%	8%	8%
<b>Native American</b>	1%	1%	1%	1%	1%	1%	1%
<b>Not identified</b>	2%	3%	2%	2%	2%	2%	2%

It is difficult to project for FY12 through FY14 because of the impact of any future RIFs and budget constraints.



Source: OHR

## EEO & Diversity Management

Headline Measure 7: Percent of employees within each workforce utilization group

### What did department do in FY11 to impact performance?

- As it relates to the MLS hires only, departments were required to ensure to submit diversity recruitment plans that demonstrated proactive measures to increase diversity in the applicant pool and to ensure that all panels were also diverse.

### What will Department do in FY12 to impact performance?

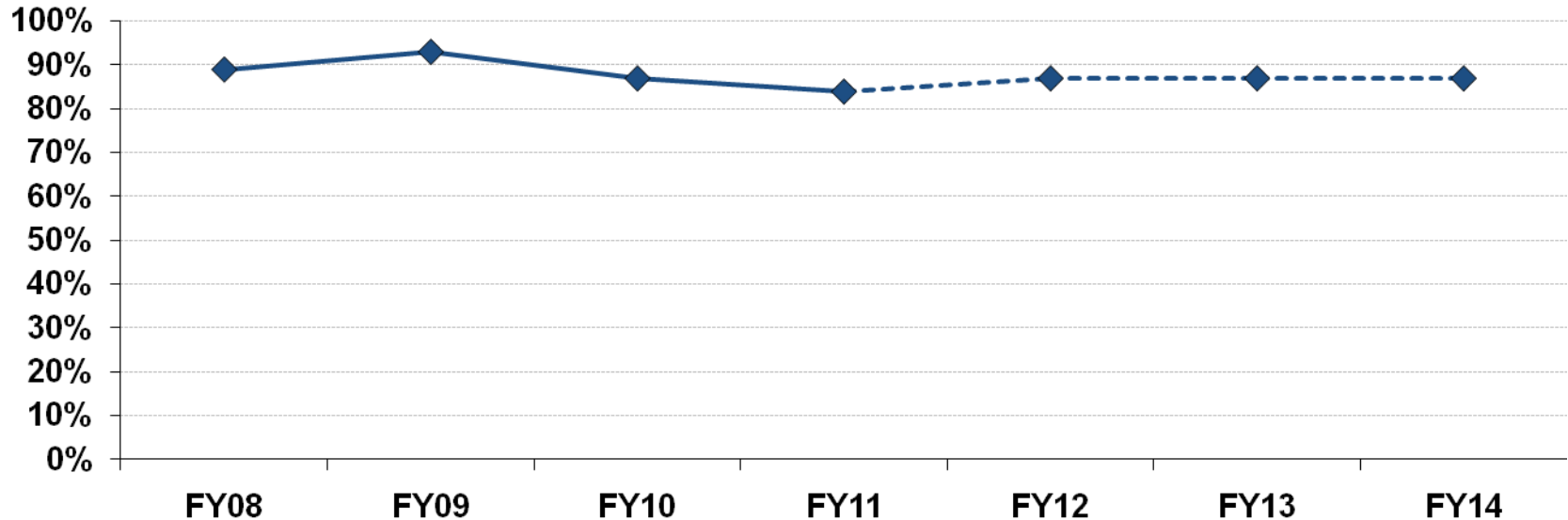
- Use a small portion of departmental budgets for proactive recruitment efforts, which include advertisement and outreach to specific groups, in furtherance of diversifying applicant pools in general workforce and MLS vacancies.
- Implement additional items recommended by OHR's MLS Diversity Hiring team relating to preferred criteria, on-boarding, mentoring, and succession planning.



Source: OHR

## Labor/Employee Relations

Headline Measure 8: Percent of grievances resolved before reaching a third party neutral



	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>
Total Percent	89%	93%	87%	84%	87%	87%	87%
Grievances Filed	65	59	77	129	129	129	129

There has been a decline in percent of grievances resolved before reaching a neutral third party and more than a 60% increase in number of grievances filed.



Source: OHR

## Labor/Employee Relations

Headline Measure 8: Percent of grievances resolved before reaching a third party neutral

Sub-measure 1: Extensions and terminations during employee probation

Sub-measure 2: Number of non-merit and merit system employee disciplinary actions

Sub-measure 3: ADR hearings by fiscal year

Sub-measure 4: Results of ADR process – FY2010

Sub-measure 5: Grievances by employee unit

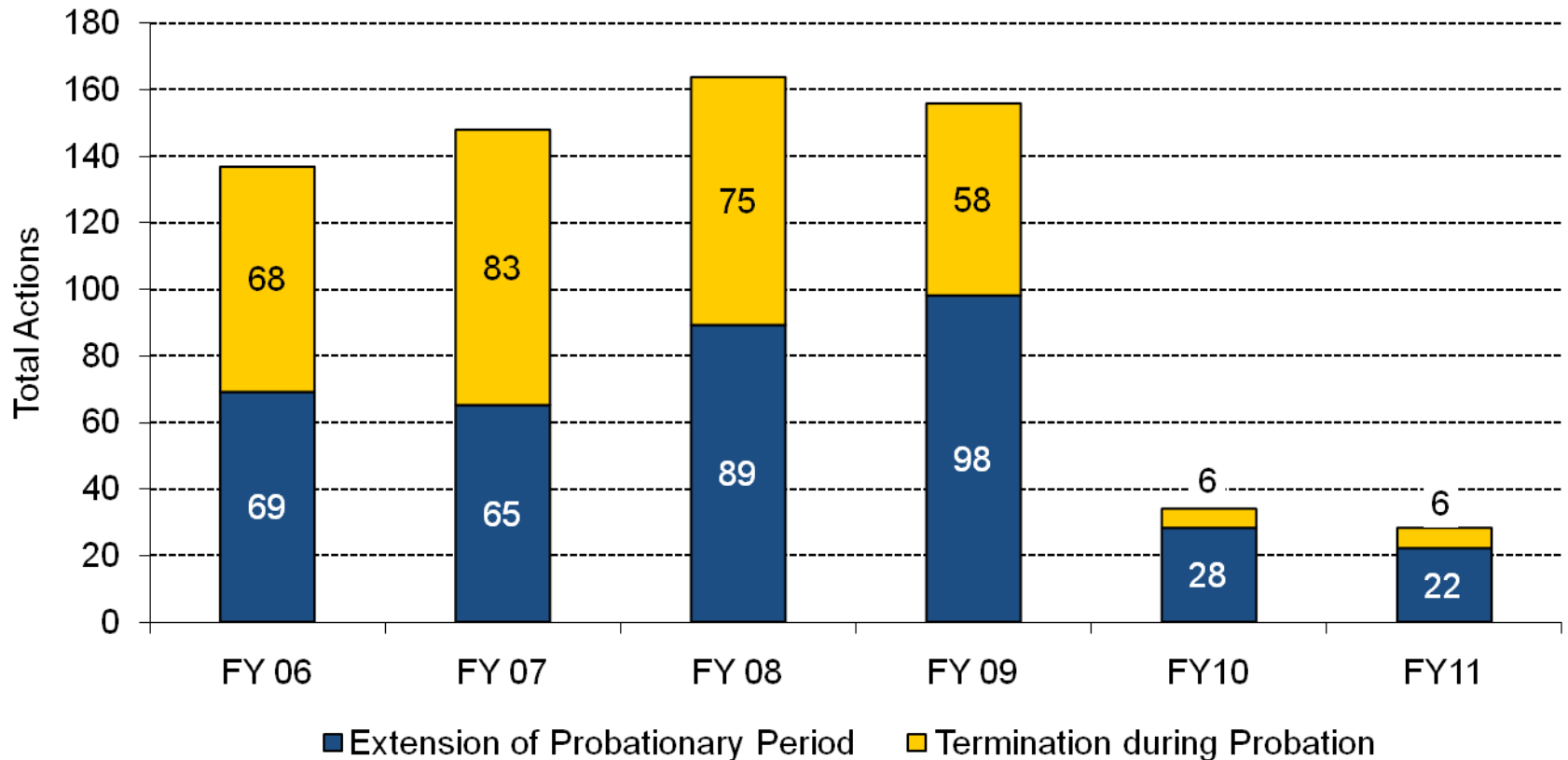


(ADR, alternative dispute resolution process)

Source: OHR

## Labor/Employee Relations

Sub-measure 1: Extensions and terminations during employee probation



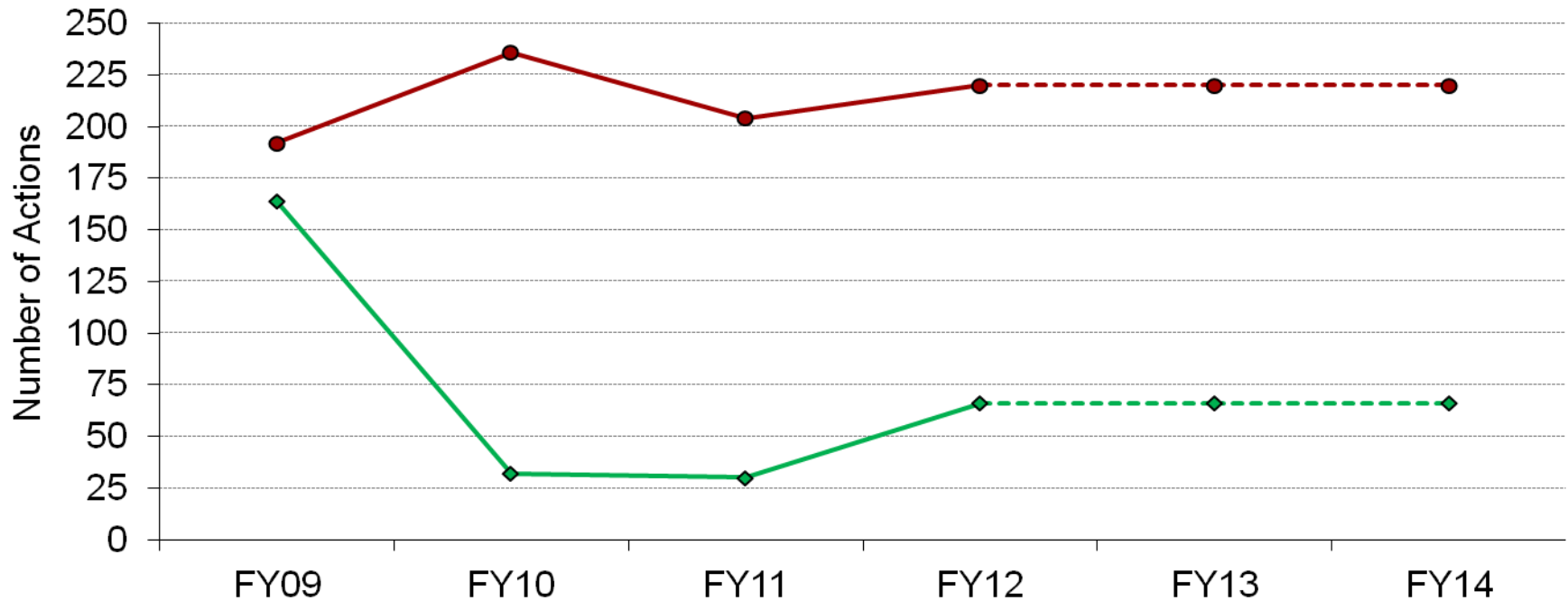
The decline in overall number of actions is directly related to the decline in total new hires.



Source: OHR

## Labor/Employee Relations

Sub-measure 2: Number of disciplinary actions for merit and non-merit employees



	FY09	FY10	FY11	FY12	FY13	FY14
Non-Merit <span style="color: green;">◆</span>	164	32	30	66	66	66
Merit <span style="color: red;">●</span>	192	236	204	220	220	220



Source: OHR

## Labor/Employee Relations

Sub-measure 3: ADR hearings by fiscal year

Sub-measure 4: Results of ADR process – FY2011

	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY 10</u>	<u>FY 11</u>
<b>ADR Hearings</b>	<b>93</b>	<b>92</b>	<b>73</b>	<b>108</b>	<b>78</b>	<b>151</b>	<b>91</b>

<u>Outcome</u> (relative to proposed discipline)	<u>Termination</u>	<u>Pay Reduction</u>	<u>Dismissal</u>	<u>Suspension</u>	<u>TOTAL</u>
<b>Upheld</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>9</b>	<b>12</b>
<b>Resigned/Retired</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>5</b>
<b>Decreased</b>	<b>0</b>	<b>3</b>	<b>27</b>	<b>33</b>	<b>63</b>
<b>Increased</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Undecided</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>3</b>
<b>Other</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>8</b>
<b>TOTAL</b>	<b>3</b>	<b>4</b>	<b>39</b>	<b>45</b>	<b>91</b>

Approximately 91% of all cases that came to ADR resulted in a jointly acceptable outcome via panel recommendation or pre-hearing settlement.



Source: OHR



## Labor/Employee Relations

### Sub-measure 5: Grievances by employee unit

<u>Employee Unit</u>	<u>Grievances</u>						
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>TOTAL</u>
<b>IAFF</b>	10	5	13	9	14	25	76
<b>MCGEO</b>	23	13	17	6	25	83	167
<b>FOP</b>	44	36	28	32	33	21	194
<b>Non-represented</b>	0	55	7	12	5	0	79
<b>TOTAL</b>	77	109	65	59	77	129	516



Source: OHR

# Labor/Employee Relations

Headline Measure 8: Percent of grievances resolved before reaching a third party neutral

## What did department do in FY11 to impact performance?

- Monitored performance and was consistent in setting performance expectation and goals and conducting final evaluations.
- Collaborated with unions, both at the top and front line delivery of services and tools.
- Used best possible management decisions to successfully avoid third party hearings

## What will Department do in FY12 to impact performance?

- Prepare for negotiations and allocated appropriate resource.
- Collaborated with unions, both at the top and front line delivery of services and tools.
- Used best possible management decisions to successfully avoid third party hearings.
- Implement an electronic grievance tracking system



Source: OHR

## Wrap-up

- Follow-up items

